



Project Management Framework

Version 2.0

Project Management Framework for Massey Projects 2.0

Owner:	Projects and Portfolio Manager	
Author:	Christian Hayes	
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Table of Contents

1.	Introduction	4
1.1.	Background and context.....	4
1.2.	Purpose.....	4
1.3.	Goals and Objective.....	4
2.	Project Life Cycle	5
2.1.	Project Life Cycle Phases	5
2.2.	Lifecycle Framework	6
2.3.	Life Cycle Phase work flows	7
3.	Portfolio, Programme and Project Definition	12
4.	Project Themes and Templates	12
4.1.	Business Case – The Why.....	12
4.2.	Organisation – The Who	13
4.3.	Quality – The what	15
4.4.	Plans – How, how much and when.....	16
4.5.	Risk – The what if.....	17
4.6.	Change – The impact	17
4.7.	Progress Monitoring and Reporting	18
5.	Application of Standard Templates	19
5.1.	Document Management	19
5.2.	Project Templates.....	20
5.3.	Reference Documents	23
6.	Definitions	24
7.	Project Life Cycle Management	24
7.1.	Continuous Improvement	24
8.	Appendix 1 – ITL v3 Framework	25

1. Introduction

1.1. Background and context

Massey University aims to improve project management practice throughout the University, and to demonstrate good practice in the management of approved University projects.

To do so this Project Management Framework has been prepared in 2014, which sets out clearly the processes and procedures, responsibilities and accountabilities in respect of project management at Massey University.

The Project Management Framework is based on Prince 2, and will apply to all approved University Projects,

1.2. Purpose

The purpose of this document is to provide Project Managers and all staff involved in the delivery of projects with a reference point and set of tools for the consistent and successful delivery of Massey projects.

1.3. Goals and Objective

The key goals and objectives of the framework are:

1. To serve as a 'how to' guide for running projects at Massey University
2. To make Project Managers aware of the tools and templates that are available to them
3. To provide wider organisational context and linkages for Massey projects

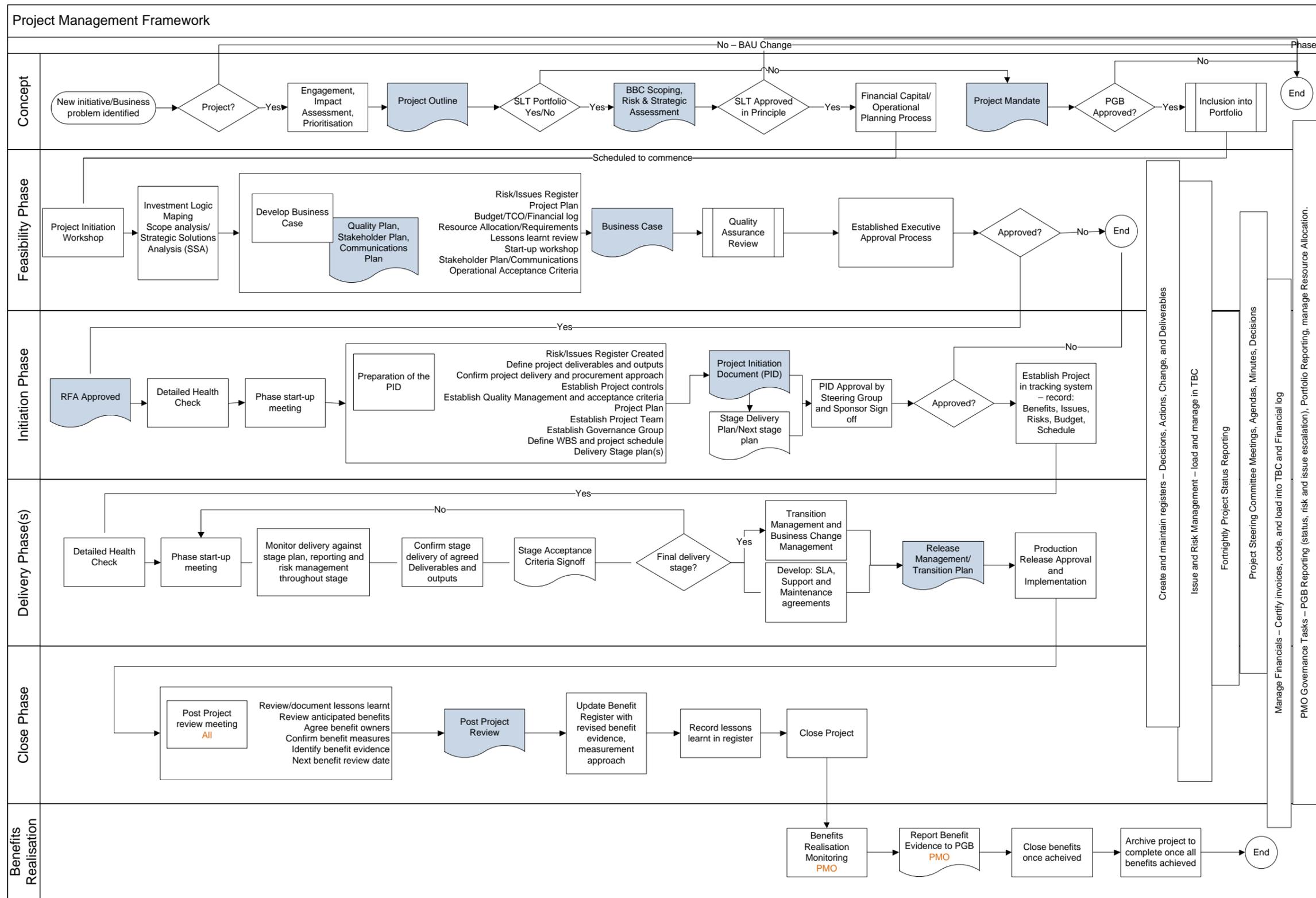
2. Project Life Cycle

2.1. Project Life Cycle Phases

The following project phases have been defined for the Project Management Framework for Massey Projects. As the project moves through each phase a stage gate approval process occurs at the end of the phase. The formality of these stage gates will be adjusted according to the size, complexity and funding mechanisms for the project.

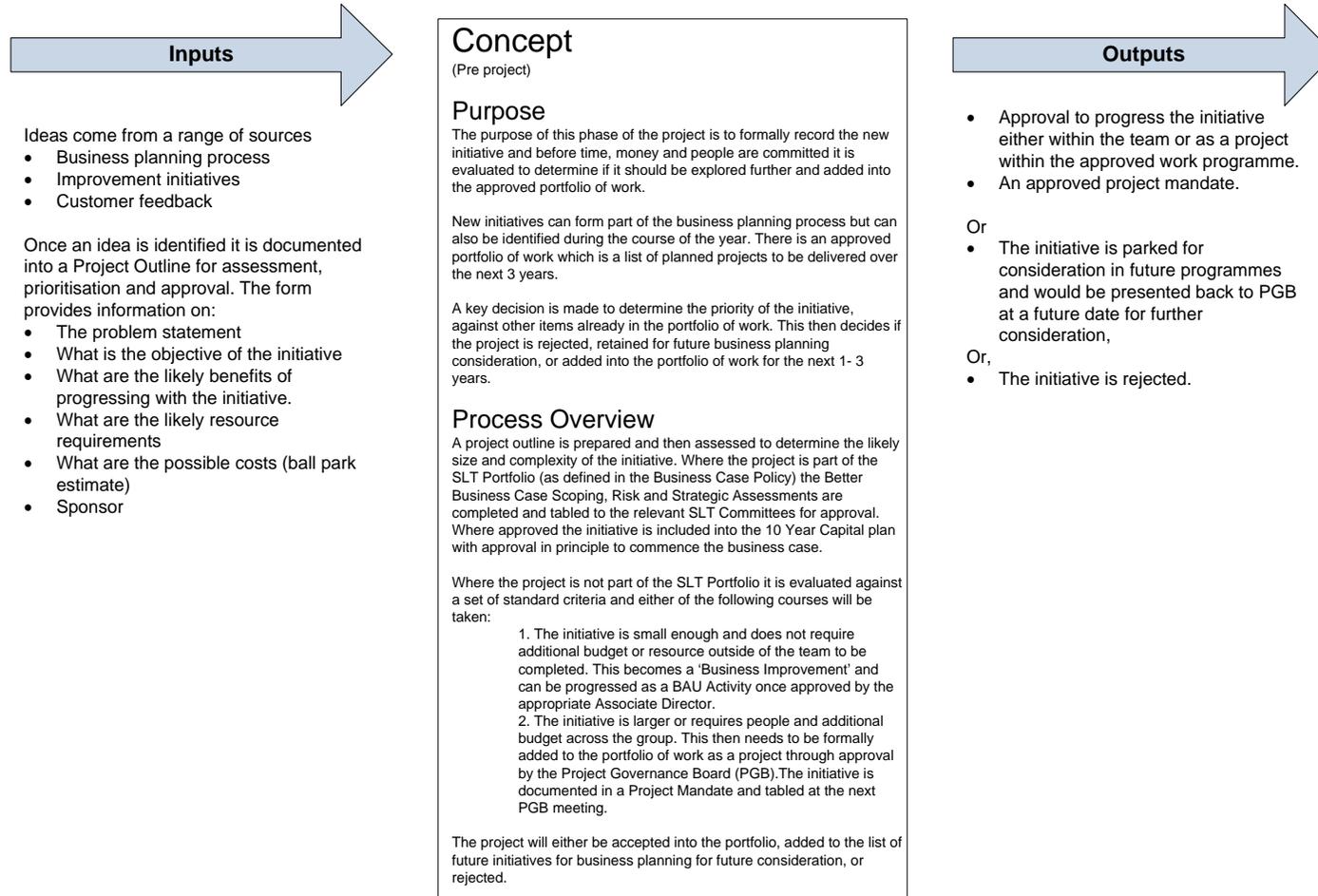
- 2.1.1. **Concept** – this phase involves identifying the business problem or opportunity that needs to be tackled and the likely benefits to the University. Some high level project definition is undertaken at this point (objectives and broad scope) as well as outlining some broad quality goals and acceptance criteria. During the course of the Concept Phase the analysis is captured in the Project Mandate, the approval of which will lead to the project’s inclusion into the portfolio pipeline of work.
- 2.1.2. **Feasibility** – the approved Project Mandate forms the basis for developing an understanding on whether the initiative is feasible and has a viable business case. During this phase the business case is developed, reviewed and approved by the appropriate governance committee. The Business Case contains detailed analysis of the proposed approach, the expected business benefits and the associated financial analysis (including the Total Cost of Ownership (TCO) model).
- 2.1.3. **Initiation** – Once the Business Case has been approved the project moves into the initiation phase and this involves a series of Start Up activities and events that prepare the project to be launched. Project Start Up gives us a common understanding of the project and a shared commitment to its successful delivery. The approach to this phase of the project will vary according to the type and nature of the work being delivered. The detailed project Start Up planning is captured in the Project Initiation Document (PID).
- 2.1.4. **Delivery** – this phase is the delivery or execution phase of the project and is typically where the level of project success is determined. It is usually the longest phase of the project where most resources are applied and equally where most challenges are experienced. It may be appropriate to break the implementation phase into different more manageable phases for larger projects. A post project review is completed at the end of this phase and this may generate lesson’s learned and follow-up actions that are to be captured in the Post-Project report.
- 2.1.5. **Close** - this phase involves the formal close of the project activity, handover to Business as Usual, and realising the business benefits that result from the delivery of the project outputs and outcomes. The project is closed at this phase with systems put in place to monitor future benefit realisation; these are recorded in the Post-Project Report. Completion of this report serves as the vehicle for formally closing the project.

2.2. Lifecycle Framework

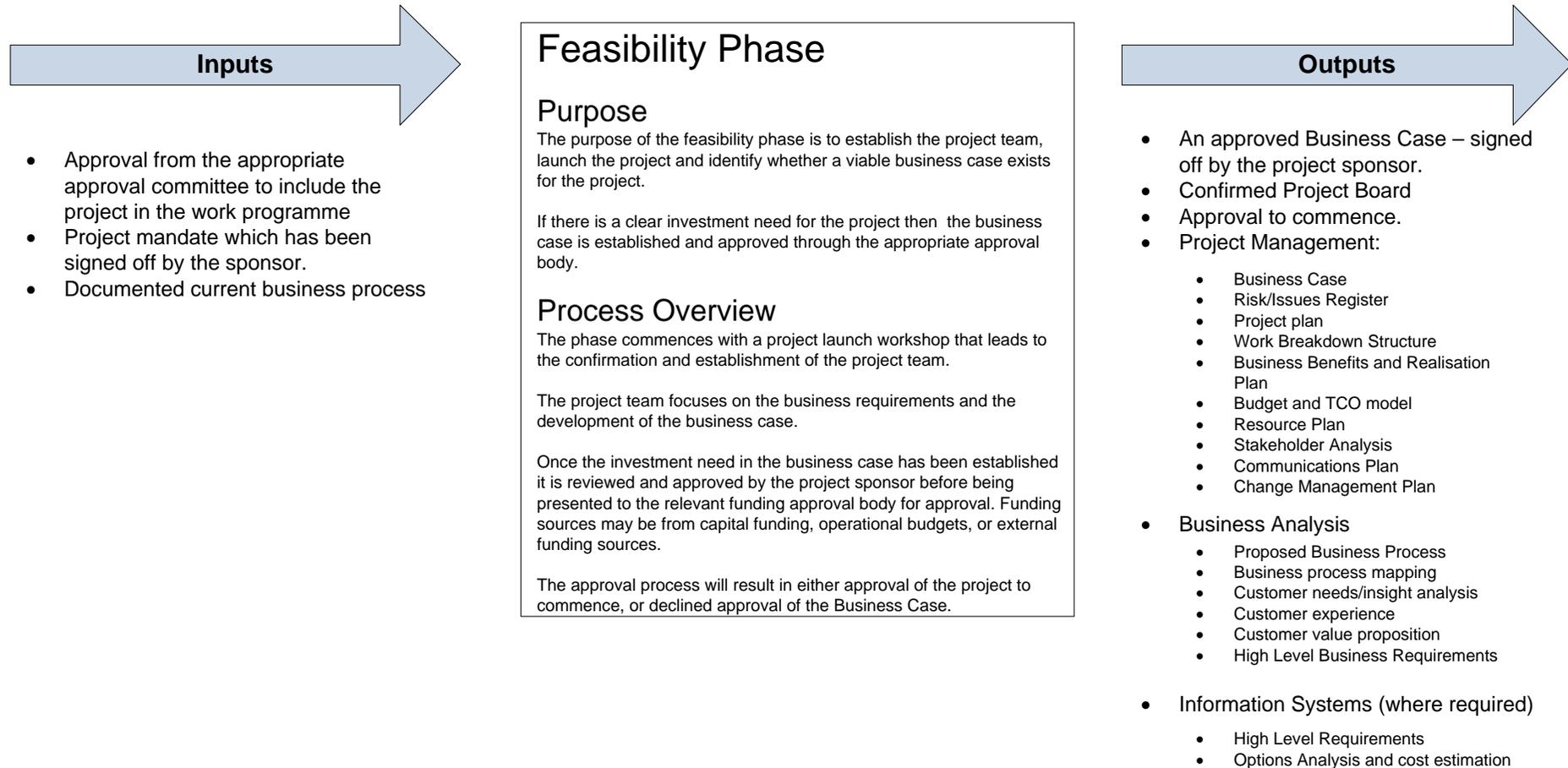


2.3. Life Cycle Phase work flows

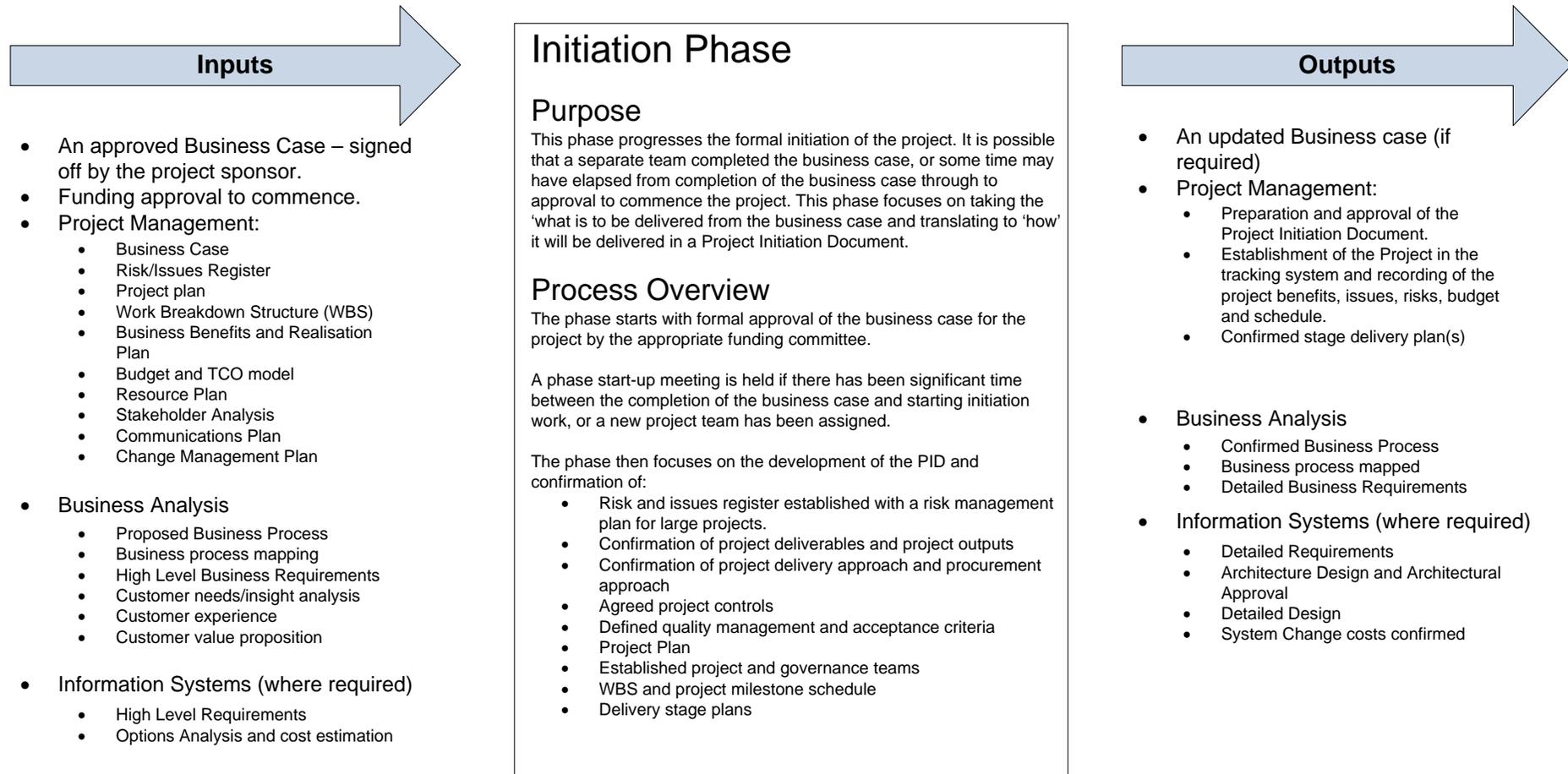
2.3.1. Concept



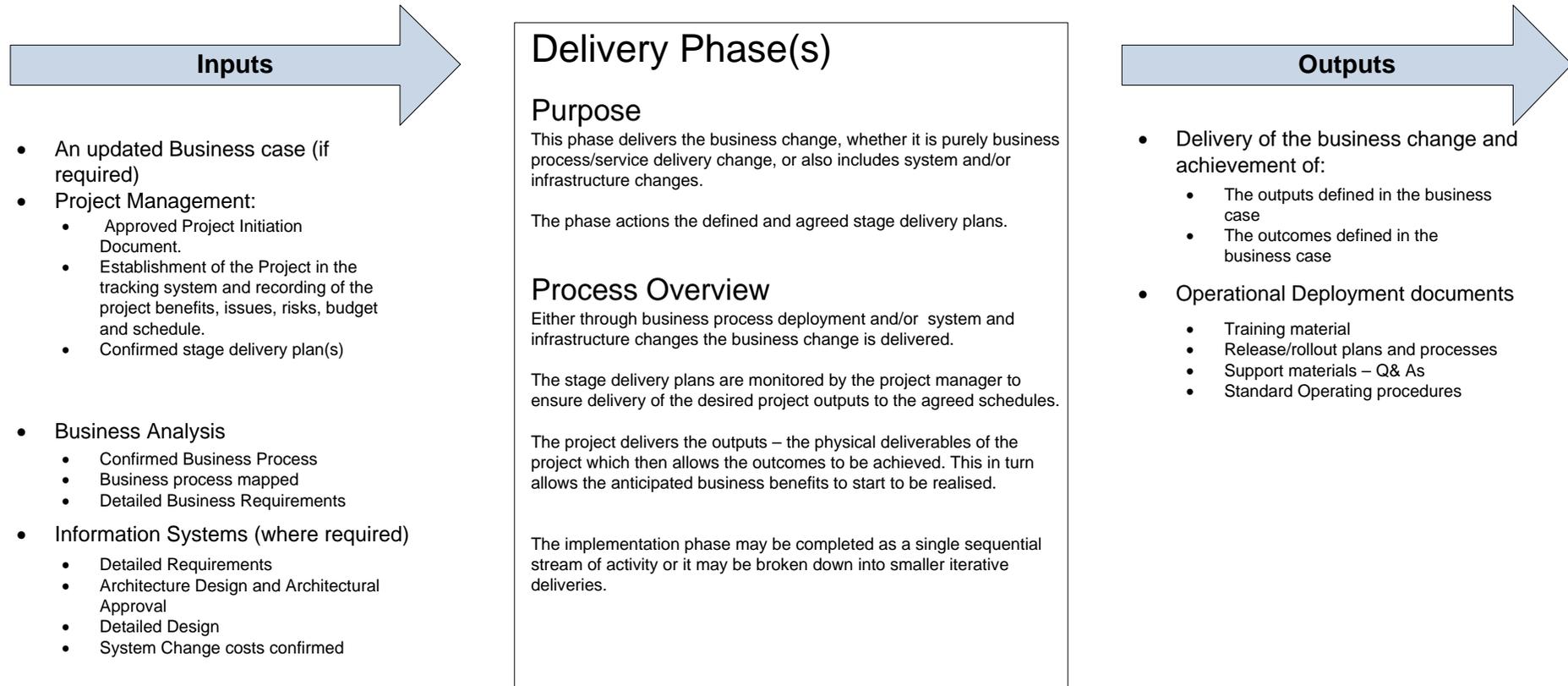
2.3.2. Feasibility



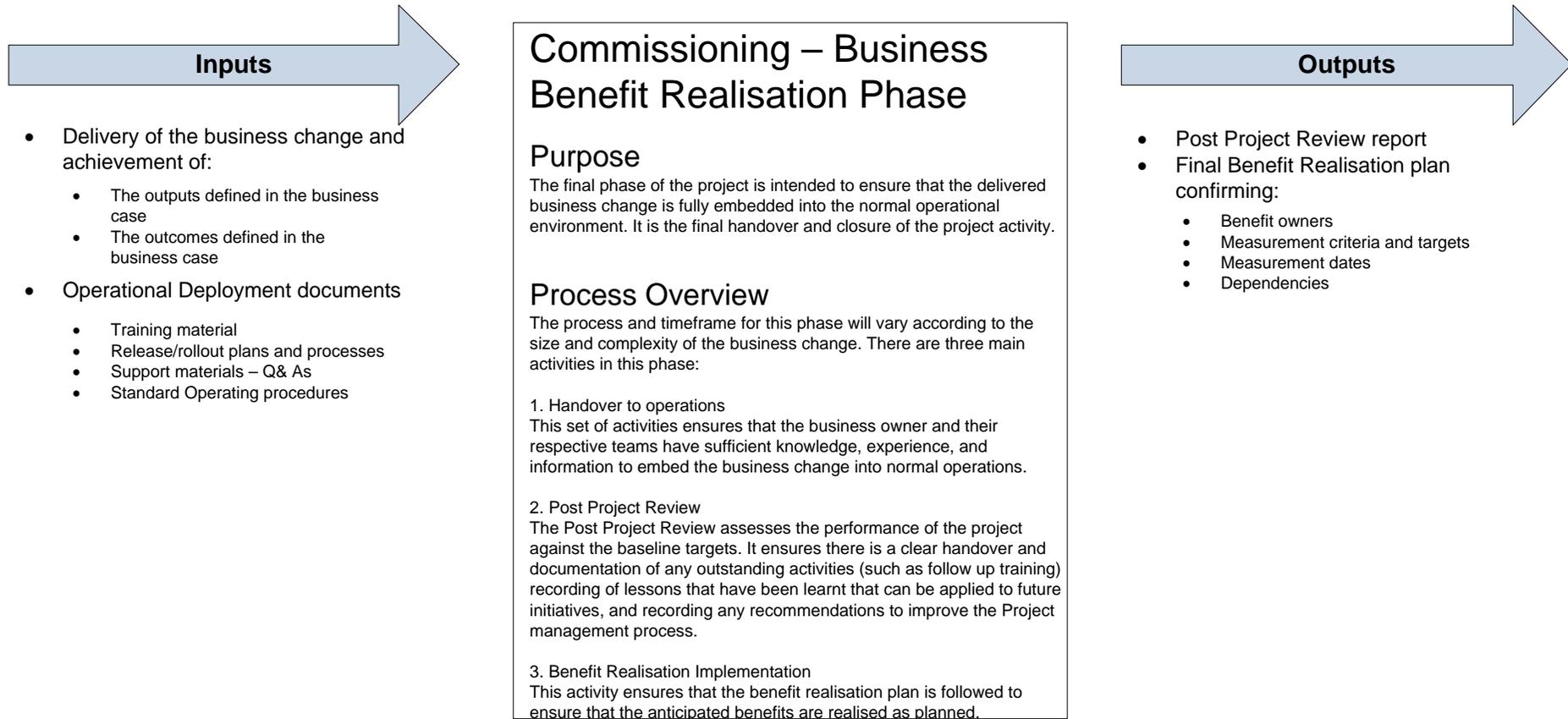
2.3.3. Initiation



2.3.4. Delivery



2.3.5.Close



3. Portfolio, Programme and Project Definition

The following definitions of a Portfolio, Programme and Project are taken from 'Management of Portfolios' (Published 2011)

3.1.1. Portfolio ¹

An organisations portfolio is the totality of its investment in the changes required to achieve its strategic objectives.

3.1.2. Programme ²

Managing Successful Programmes (MSP) defines a programme as a temporary, flexible organisation created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisations strategic objectives.

3.1.3. Project ³

A project is a temporary organisation, usually existing for a much shorter time than a programme, which will deliver one or more outputs in accordance with a specific business case. A particular project may or may not be part of a programme. Whereas programmes deal with outcomes, projects deal with outputs.

Other publications define a project as a set of activities that have a defined start and end to deliver a defined output.

4. Project Themes and Templates

4.1. Business Case – The “Why”

The Business Case establishes a clear investment need for the project and ensures that expectations are set on the outputs (scope), outcomes (objectives) and benefits that must be achieved to ensure successful completion of the initiative.

Massey University has adopted the Better Business Case (BBC) methodology to provide a framework for effective business planning and to ensure quality assurance for better business outcomes (Massey Business Case Policy, 2014).

The University Policy for Business Case Framework and Procedures defines the aim of Business Cases as:

Better Business Cases is fundamentally about planning and managing for success. Providing a robust and consistent methodology that leads to

- Better informed decisions
- Better value for money
- Achievement of better outcomes

The key documents and templates which consider the business case are:

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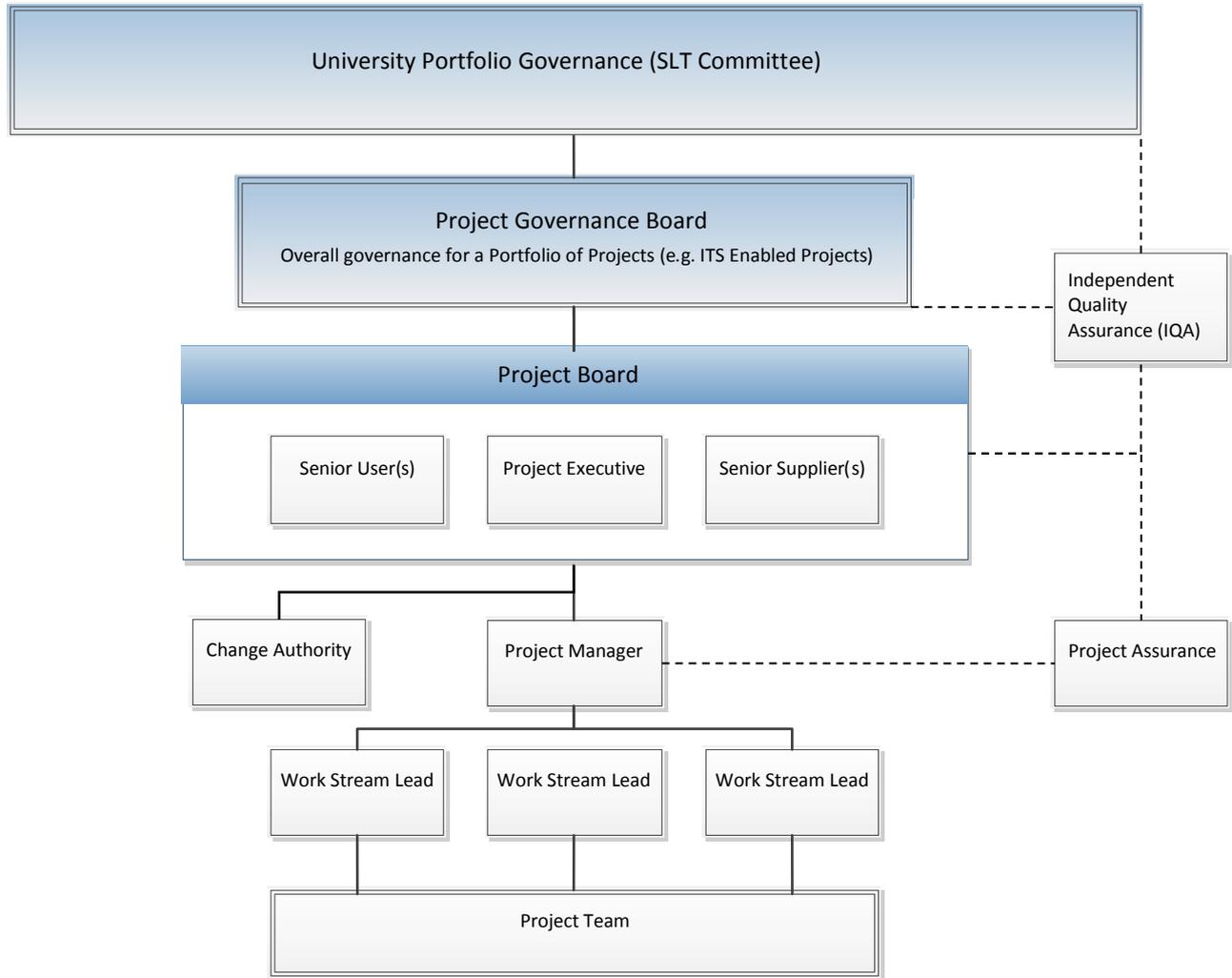
- **The Strategic Assessment** – provides a detailed assessment of needs and gap analysis aligned to University Strategy. It sets out the affordability, risk assessment, and reason that the proposal should proceed to a full business case analysis.
- **The Project Mandate** – sets out the case for undertaking the project and the primary goals and objectives. The Project Mandate includes a high level Project Definition and outline Business Case.
- **The Business Case** – provides a detailed overview of the proposed project, the project rationale and investment need. This considers the investment required (includes the TCO Model), the project risks and the expected business benefits and projected savings.
- **The Benefits Register** – logs the Business Case benefits and tracks the delivery of benefits over time. This register is maintained within the Massey PMO and reported to the Project Governance Board.
- **Total Cost of Ownership (TCO) Model** – a financial model that details all project related delivery costs (including internal resource costs) and all costs that will be incurred after the project has been delivered. The financial analysis is intended to demonstrate the total cost of the delivery of the product from inception through to retirement of the product or service.

4.2. Organisation – The Who

The organisational structure of the project provides the day to day governance and management control that is essential to ensuring successful delivery of the initiative.

Projects operate with standard PRINCE2 Project Boards within a wider corporate governance model summarised below:

Project Management Framework for Massey Projects



4.2.1. Project Board Roles

Project Executive - Prince 2 defines the Executive as the person who is ultimately accountable for the project's success. Through support from the Senior Supplier and Senior User they are the key decision maker for the project. The Executive has to ensure that the project delivers value for money and remains on course to achieve the desired business outcomes and ultimately the business benefits.

Senior User(s) – Prince 2 defines the Senior User(s) as those responsible for specifying the needs of those who will use the outputs of the project. They represent and ensure that the end users will achieve the desired outcomes and benefits from the project. The Senior User specifies the benefits and ensures that they are monitored and achieved at the conclusion of the project delivery.

Senior Supplier(s) - Prince 2 defines the Senior Supplier(s) as representing those roles that are responsible for designing, developing, facilitating, procuring and implementing the project outputs.

Project Management Framework for Massey Projects

Project Manager – The Project Manager has the day to day management responsibility for the delivery of the project to the agreed time, quality and cost criteria.

The key documents and templates which consider the Organisational theme are:

- **Project Board Terms of Reference** – defines the roles and responsibilities, membership and meeting frequency of the Project Board.
- **ITS PGB Terms of Reference** (for ITS purposes only)- the Information Technology Services Project Governance Board is a subcommittee of the ITS Executive management team, directing the ICT Development Programme which encompasses all ITS project activity
- **Roles and Responsibilities** – defines the roles and responsibilities for all project team members.
- **Stakeholder Analysis and Communications Plan** – An analysis of the project stakeholders their likely impact to the project and the communications plan that will be used to communicate to the stakeholder community. In small to medium sized projects this would be incorporated into the Project Initiation Document (PID), while in larger or strategic projects this would be delivered as a separate artefact.

4.3. Quality – The “what”

Quality encompasses both the Scope (project outputs) and Quality (the outputs ability to meet the specified requirement).

The scope provides a detailed specification of the outputs that will be delivered by the project along with the customers’ quality expectations (or acceptance criteria) for delivery of the desired outputs.

The quality management processes and templates control and ensure the customers’ quality expectations are met through the project delivery.

The key documents and templates that focus on Scope and Quality are:

4.3.1.Scope management

- **Project Initiation Document (PID)** – this document establishes the baseline for the project in terms of quality, scope, schedule and budget. It is a key reference point for gaining agreement on what the project is delivering and how this is going to be approached.
- **Work Breakdown Structure (WBS)** – provides a visual representation of the proposed deliverables in a way that is easily and quickly absorbed. Each deliverable is broken down into its component parts and any gaps can be readily identified.
- **Deliverables Register** – a record of the planned project deliverables which will be prepared, reviewed and agreed during the project.
 - Note -** The project deliverables include both:
 - a) The product of the project e.g. new phone system or new software feature; and
 - b) The key artefacts that enable the product to be delivered e.g. plans, designs, test strategies etc.
- **Supplier Statement of Work** – a template to support the appropriate engagement of suppliers during the project. This document is key to setting clear and unambiguous expectations with suppliers on desired approach, outcomes and associated costs.

4.3.2.Quality management

- **Quality Plan** – sets out the means by which the project will deliver an outcome that meets or exceeds stakeholder expectations.

Project Management Framework for Massey Projects

- **Project Health Checks** – provides a mechanism for undertaking a peer review of the project, highlighting any areas that may need attention. Project Health Checks should be conducted in a pro-active fashion and needs to be scheduled during the project planning phase.
- **Lessons Learnt Registers** – as a project learns lessons along the way the project Lessons Learnt Register provides a mechanism to capture those lessons at the point of observation and allows for the lesson to be escalated to the programme/organisational Lessons Register for the benefit of future projects. This ensures that the lessons aren't lost, particularly for lengthy projects where project closure may be some way off. This also supports continuous improvement within the organisation.
- **Decision Register** – provides a log of key decisions made during the project detailing what the decision was, who authorised it and when. The Decision Register improves project transparency and overall project governance.
- **Security Reviews** – an independent security review must be completed for any new or changed public facing system. The assessment may be completed by an ITS security specialist or in some circumstances may warrant an external specialist.
- **Independent Quality Assessment** – in addition to the standard Project Health checks some projects may require regular Independent Quality Assessments to be performed. These independent audits are a mechanism to give Project Executives and corporate governance bodies' confidence that the project is tracking towards a successful outcome.
- **Project Privacy Risk Assessment** – in many cases projects deal with sensitive customer information and it is important that a Privacy Risk Assessment is performed to ensure that the project remains compliant to Privacy legislation.
- **End Project Report**– the End Project Report documents the formal close of the project and confirms;
 - The benefit realisation plan, benefit owners, benefit monitoring and reporting cycles. The benefits are recorded in the benefit register and realisation is then monitored by the PMO.
 - A review of the project performance and an opportunity to reflect on both the positive and negative lessons learnt during the course of the project delivery.
 - Identification of any outstanding activities that need to be completed after the project has been formally closed.
 - A final financial statement for the project.

4.4. Plans – How, how much and when

Effective and efficient delivery of the project is driven through the planning process. Planning encapsulates much more than a Gantt chart schedule, it predicts the delivery of the scope, quality risk, timescale, cost and benefits. The level of planning will be aligned to the size and complexity of the project being undertaken.

The Work (or Product in PRINCE 2) Breakdown Structure defines the deliverables to be produced by the project and this provides the foundation for the detailed planning.

The key documents and templates for planning are:

- **Project Plan** – the Project Plan provides additional commentary around the timeline and schedule which includes:
 - Assumptions and Constraints
 - Pre-requisites and dependencies
 - Budgets
 - Controls and tolerances
 - Acceptance criteria
 - Key Schedule Risks
 - Key Deliverables and Dependencies Overview

Note: normally included in PID.

- **Milestone Schedule** – a summary of key milestones with baseline dates for planning and reporting purposes.
 - **Gantt chart (detailed schedule)** - this document maps out the key tasks, the associated sub tasks, the related sequence and the timeline. The Gantt chart should include the key delivery milestones and the critical path for the project delivery.
- **Stage Plans** – these are a sub plan to the overall project plan and detail delivery of a project stage within the Delivery Phase of the project. There may be one or many stages within the Delivery Phase depending on the size and complexity of the project.
- **Estimation plan and worksheet** – describes the estimation approach and documents the estimate based on the agreed work to be delivered.
- **Resource Plan** – defines the list of resources required by the project and the expected effort required during the course of the project delivery. At early stages of the project the resource estimates within the plan will be high level and as the project moves into the delivery phase detailed resource allocations will be confirmed and approved.

4.5. Risk – The “what if”

A risk is any event that, should it occur, will have either a positive or negative impact on the output and outcomes of the project. Risk Management is the process of identifying, analysing and managing risks associated with the project.

Massey University has an established Risk Management Framework that is based on the ISO31000 Risk Management process.

It is expected that all projects will implement risk management as per the risk management process. Risks and issues will be managed and reported through;

- **Risk Register** – the Risk Register should include a specific description of events which may transpire and their likely impact on the project.
- **Issues Register** – this lists all events that are having an impact on the project and its ability to deliver the agreed outputs and outcomes.

Risks and Issues will be reported through fortnightly project status reports, will be included as a standard agenda item at Project Board meetings and risks with a rating at high or above will be reported to the PGB meetings.

4.6. Change – The “impact”

Change includes both the management of change to the agreed outputs, and outcomes (Change Control) and also the change management activities associated to deployment of the new product or service to the organisation (Transition Management).

4.6.1. Change Control

Change management is a core control mechanism used to ensure that the project focuses on the agreed deliverables and ensures that the project delivers the desired outputs and outcomes within the agreed time, cost and schedule.

It is inevitable in any project that change will be necessary as a result of unforeseen events. The key to maintaining the success of the project is managing change through a controlled and transparent process.

All changes should initially be raised as an issue until it is determined that agreement is required to make some form of change to the approved project parameters.

The key documents and templates for managing change control are:

Project Management Framework for Massey Projects

- **Variation Request Form** – this form captures the description of the change, what event has caused the change, the impact of the change on the project, the options to address event, the cost to implement the change (including impact on budget and contingency), recommended approach, and finally Project Executive approval in accordance with Delegations
- **Exception Report** – the Exception report is created when any aspect of the project moves, or is about to move outside of the agreed tolerances set by the Project Board. A change may or may not result in an exception report.
- **Document Management and Version Control** – all project related documents are to be stored within the Massey University document management system in accordance with the records management policies and procedures. All draft versions will have a .n version number (e.g. version 0.1), with the 'n' incrementing for each iteration issued for review. A major version n.0 (e.g. version 1.0) will be created each time the reviewed document is approved.
- **Naming conventions** – documents will be named as per the agreed file naming standard.
- **Handover Document** – a document that outlines the service that is being transitioned to production with approval to proceed. This is the formal acceptance from the customer of the product or service being delivered and confirmation from the service provider that it is accepted into the service catalogue.

4.6.2. Transition Management

Transition Management is the set of processes and practices that are applied to move from project delivery into the ongoing maintenance and support of the end solution. Processes associated to Transition Management start in the very early stages of project delivery and are refined and developed as the project delivery progresses. In essence Transition Management is planned and delivered from the start and is not simply the final activity to close the project.

Massey University has adopted ITIL for service delivery of ITS enabled projects. Appendix 1 provides some context on ITIL v3 and how this aligns to the Project Management Framework

4.7. Progress Monitoring and Reporting

Progress monitoring and reporting is a foundation activity on all projects and is performed throughout all stages of the project lifecycle. The monitoring and reporting of work occurs at all levels within the project governance structure to ensure that all stakeholders have a clear understanding of the status of the project.

The key documents and templates for monitoring and reporting are:

- **The Project Status Reports** – produced on a fortnightly basis and distributed to the project team, and project board. The “Highlight” report provides an overall summary of the status of the project, overviewing areas of concern (amber or red flags), financial performance, issues, risks and change management. Note: Capital funded IT projects rated as “Medium” or higher will also distribute the “Highlight” report to the IT Project Alignment Committee (IPAC) on a monthly basis. This facilitates a consistent and moderated review of IT project reporting for the SLT Sub-Committee.
- **Project Board Meeting Agendas and Minutes** - These templates provide a common and structured approach to completion of regular project board meetings. It is expected that the Project Board will meeting on a monthly basis with papers being issues at least 3 days prior to the meeting. Meeting minutes will be produced and distributed no more than 2 working days after the meeting. Key decisions made at the meeting should be transferred into the decisions register.

- **Actions Register** – Is maintained at a project level and is used to capture and manage, prioritise and allocate actions to project team members.

5. Application of Standard Templates

The table below provides a list of all approved templates. The template list below also seeks to provide guidance on whether the use of a template is considered mandatory or optional based on an indicative size and duration of the project. It is important to note that while the use of some templates has been considered to be mandatory the level of detail expected will also vary depending on the size and complexity of the project being undertaken. It is not expected that a specific document would be used just for the sake of it. The template must add value to the project and be fit for purpose for the type of project being undertaken. Decisions not to use a specified template are acceptable and should be recorded in the project deliverables register.

5.1. Document Management

As per the Project Management Policy all projects must establish a Project Site on SharePoint to facilitate communication, and store project documentation.

5.2. Project Templates

Template Name	Project Size				
	Small – Projects • less than \$150K, • Assessed as low risk • Less than 6 months duration	Medium – Projects • \$150K – \$1M • Assessed as low risk • 6 – 12 months duration	Large – Projects • \$1m to \$5m • Assessed as moderate risk • 12 – 18 months duration	Very large – Projects • \$5m to \$10m • Assessed as High risk • 12 – 18 months duration	Extra-large – Projects • Over \$10m • Assessed as extreme risk • More than 18 months duration
Project Outline	○ Optional	○ Optional	○ Optional	○ Optional	○ Optional
Project Mandate	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory
Business Case	✓ Mandatory IT Business Case	✓ Mandatory Single Stage Light Better Business Case	✓ Mandatory Single Stage Better Business Case	✓ Mandatory Single Stage Better Business Case ✓	✓ Two Stage Better Business Case
PID	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory
Stakeholder Analysis and Communications Plan	○ Optional. In smaller projects the stakeholder analysis and communications plan would be included as a section in the PID. In larger and more complex projects a separate document is produced.		✓ Mandatory	✓ Mandatory	✓ Mandatory
Exception report	✓ Produced only when required. Any event where the project moves outside of agreed tolerances must be captured, reported and approved through an Exception Report.			✓ Mandatory	✓ Mandatory
Financial log	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory

Project Management Framework for Massey Projects

Template Name	Project Size				
	Small – Projects	Medium – Projects	Large – Projects	Very large – Projects	Extra-large – Projects
Issues and risks register	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory
Project Status Report	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory
End Project Report	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory
Project Health Check	○ Optional	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory
Project Board Agenda	○ Optional	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory
Project Board Minutes	○ Optional	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory
Quality Plan	○ Optional. In smaller projects the quality plan would be included as a section in the PID. In larger and more complex projects a separate document is produced.		✓ Mandatory	✓ Mandatory	✓ Mandatory
Work Breakdown Structure	○ Optional	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory
Total Cost of Ownership model	○ Optional	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory
Actions, Deliverables and Decisions register	○ Optional	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory
Change Request register and Variation Request Form	✓ Produced only when required. All changes in the agreed scope must be managed through formal change control.			✓ Mandatory	✓ Mandatory
Project Plan	○ Optional. This may be included within the		✓ Mandatory	✓ Mandatory	✓ Mandatory

Project Management Framework for Massey Projects

Template Name	Project Size				
	Small – Projects	Medium – Projects	Large – Projects	Very large – Projects	Extra-large – Projects
	PID.				
Milestone Schedule	○ Optional. This may be included within the PID.		✓ Mandatory	✓ Mandatory	✓ Mandatory
Resource Plan	○ Optional. This may be included within the PID.		✓ Mandatory	✓ Mandatory	✓ Mandatory
Stage Plan	○ Optional. A stage plan will be prepared when more than one delivery stage is required. The management of a stage (stage plan) may also be included within the overall project plan and milestone schedule for smaller and less complex projects.			✓ Mandatory	✓ Mandatory
Estimation Plan and Estimation worksheet.	○ Optional. This may be included within the PID.		✓ Mandatory	✓ Mandatory	✓ Mandatory
Benefits Register	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory
Lessons Learnt Register	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory
Handover document	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory
Security Review	○ Optional. An assessment on whether a security review is required should be made by the ITS Risk and Assurance team. It should be expected that an external security review should be undertaken for all externally facing web systems.			✓ Mandatory	✓ Mandatory
Privacy Risk Assessment	○ Optional.	✓ Mandatory	✓ Mandatory	✓ Mandatory	✓ Mandatory
Independent Quality Assurance	○ Optional.	○ Optional.	○ Optional.	✓ Mandatory	✓ Mandatory

5.3. Reference Documents

The following documents are reference documents that may be applied during the course of the delivery of a project.

Document Name	Application
Project Board Terms of Reference	<p>Defines the roles and responsibilities, membership and meeting frequency of the Project Board.</p> <p>This template can be used to introduce a new board and to ensure that members understand their role and the governance role of the board.</p>
ITS PGB Terms of Reference	<p>The Information Technology Services Project Governance Board is a subcommittee of the ITS Executive management team, directing the ICT Development Programme which encompasses all ITS project activity.</p>
Roles and Responsibilities	<p>Defines the roles and responsibilities for all project team members.</p> <p>This can be used to ensure new team members have a clear description of their role on the project.</p>
Document Management Version Control	<p>This document defines the version control schema for documents. It provides a structure for version number of minor and published documents.</p>
File Naming Conventions	<p>The records team defines the file naming standards for all document types to ensure consistent document names are used across projects, This ensures that documents can easily be located across projects. For example locating all business cases for Massey projects.</p>
Supplier Statements of Works and contracts	<p>Prepared by vendors based on requested work.</p>
Tender documentation, tenders board approvals, etc.	<p>These documents will be used where selection of a product or service is completed through a competitive tender process. These templates are management and maintained by the procurement team.</p>

6. Definitions

Term	Definition
BBC	<ul style="list-style-type: none"> Better Business Case
PID	<ul style="list-style-type: none"> Project Initiation Document
PGB	<ul style="list-style-type: none"> Project Governance Board
RFA	<ul style="list-style-type: none"> Request for Financial Authority
SLA	<ul style="list-style-type: none"> Service Level Agreement
TCO	<ul style="list-style-type: none"> Total Cost of Ownership
WBS	<ul style="list-style-type: none"> Work Breakdown Structure

7. Project Life Cycle Management

7.1. Continuous Improvement

The Project Management Framework is a living document that will be reviewed and updated on a regular basis. It is expected that lessons learnt from the completion of projects will feed into continuous improvement to the standard practices, processes and templates.

Feedback, suggestions and questions on the framework are encouraged. If you would like to provide any feedback or have questions please contact.

Projects and Portfolio Manager

Christian Hayes

T: +64 6 356 9099 ext. 83774 **M:** +64 21 972 058

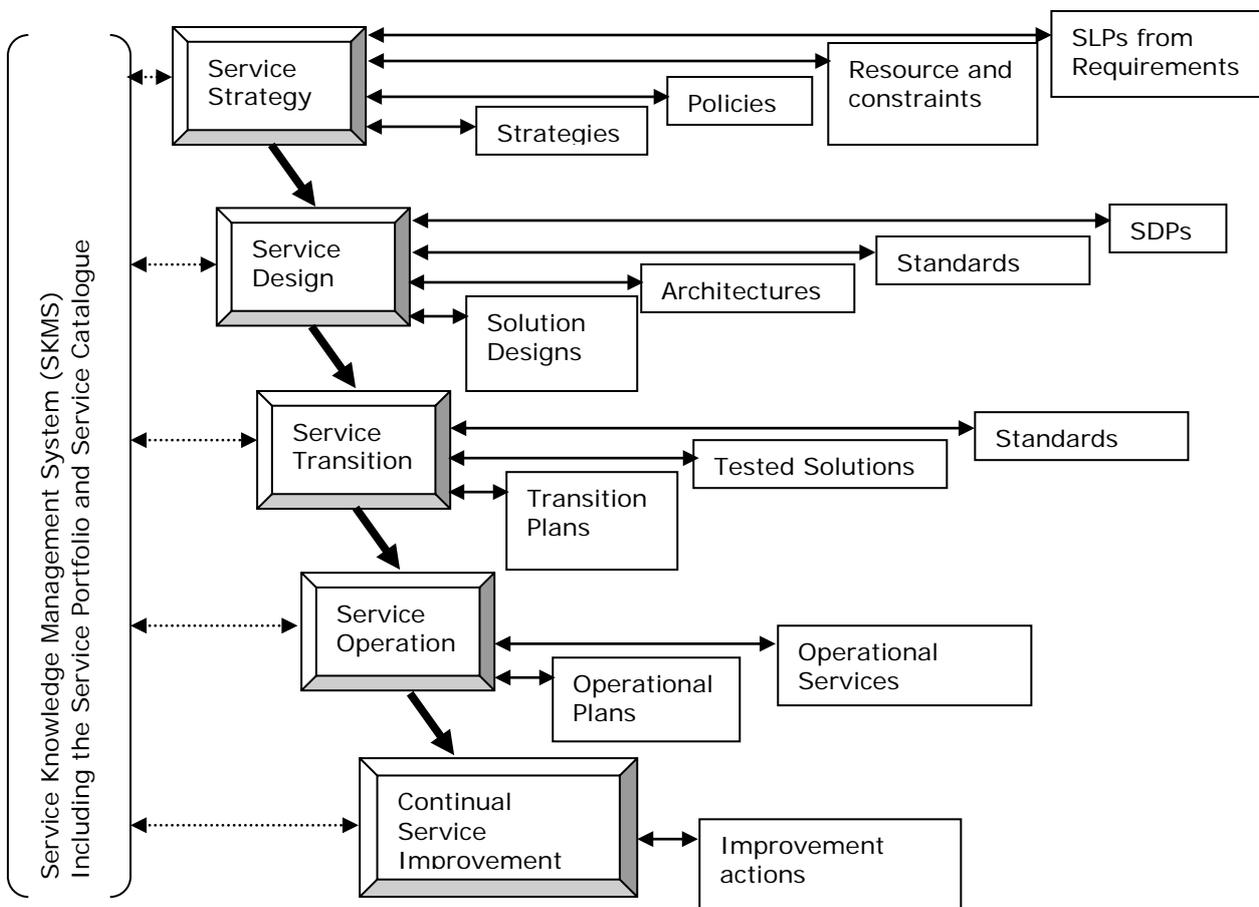
E: c.hayes@massey.ac.nz

8. Appendix 1 – ITL v3 Framework

ITIL (Information Technology Infrastructure Library) has 5 stages of the service lifecycle:

1. Service Strategy
2. Service Design
3. Service Transition
4. Service Operation
5. Continual Service Improvement

ITIL defines a service as “A service is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks”.



8.1.1. Alignment of ITIL to ITS PMO Framework

The distinct ITIL phases can be aligned to the existing PMO Project Phases as follows:

PMO Project Phase	ITIL Stage
Feasibility Phase	Service Strategy
Delivery Phase – Solution design	Service Design
Delivery Phase – Implementation	Service Transition

Benefits Realisation Phase	Service Operation
	Continual Service Improvement

8.1.2. Service Strategy

The Feasibility Phase of the project should consider the service requirements of the end product and how this aligns to the service strategy of the organisation, or organisations, which will support the product on an ongoing basis. During the development of the business case the following key questions should be answered:

- What services do we currently use? Who are our service providers and how will the new product/service being delivered impact these existing services?
- What is the new service that is required? This can include:
 - Application hosting
 - Software Maintenance
 - Service Desk Support
- What are our service expectations and can these be met by the service strategy of existing service providers. This can include:
 - Expected hours of operation, such as business hours versus 24x7 supported
 - Response and resolution times
 - Capacity expectations
 - Recovery expectations (back up and restore)
- Who are the likely service providers for these services (SaaS, Vendors, Internal or a combination)?
- What are the resource impacts associated to delivery of these new services.

8.1.3. Service Design

The Delivery Phase(s) of the project will initiate a wide range of activities that will feed into the overall design of the service required by the organisation. During this phase of the project the team needs to collate this information into the key transition documents that will form part of the transition phase and handover to operations support.

Key ITIL process and activities include:

- Service Catalogue Management – a central source of information on the IT services delivered to the business by the service provider organisation.
- Service Level Management – negotiation, agreement, and documentation of the expected service levels.
- Capacity Management – including business, service and component capacity management across the life of the product. This activity is intended to ensure that IT capacity is matched to the customers' demands.
- Availability Management – Definition of the availability expectations of the new service and ensuring that availability targets can be monitored, measured and achieved.
- IT Service Continuity Management – to ensure that ongoing capability expectations are clearly understood and built into the delivery of the service. This will include risk reduction measures and recovery options.
- Information Security Management – to ensure the new service is aligned to existing IT security frameworks and that information security is effectively managed.

- Supplier Management – ensuring that value for money is obtained from suppliers and that they are performing to agreed targets.

8.1.4. Service Transition

As the project moves into the implementation phase the transition management focus transfers to the physical aspects of the service. This is the capturing and dissemination of how the design has been translated into a physical service, such as the physical hardware configuration, software versions, etc.

The key outcome of this phase is to ensure that we have appropriately documented and provided capability to support and manage the new service. This can be as simple as do we have the skills to re-build an environment in an effective manner through to providing first level technical support and software maintenance.

Service transition is moving the service into the operational state.

Key ITIL process and activities include:

- Change Management – ensuring recording, evaluation, approval, planned release, testing and documentation of the change.
- Service Validation and Testing – to ensure that the new service is aligned to the business requirements and that it conforms to other organisational policies such as security requirements.
- Evaluation – ensuring that the proposed benefits of the service can be achieved.

8.1.5. Service Operation

As the project moves into the Benefits realisation phase and the closeout processes are commenced the new service starts its operational service. While the project will ensure that the benefits realisation plan is established to ensure that the outcomes and benefits are achieved it is equally important agreed levels of service are managed across the applications, technology and infrastructure.

Key ITIL processes and activities include:

- Event management Process – dependent on effective monitoring
- Incident Management Process defined as “an unplanned interruption to an IT Service, or a reduction in quality of an IT service.
- Request Fulfilment Process – how new requests are managed such as standard changes or addition of new users.
- Problem Management process – the cause of one or more incidents. Problem management also maintains information about known problems and workarounds.

8.1.6. Post Implementation

Post transition the project team should monitor the changes in the operational environment and old systems should be decommissioned once business stability has been achieved.

The project team remains available to assist with confirming that the new functions have been embedded in the business as usual processes and ongoing support processes are set up and integrated for both the existing and newly implemented systems.

A review of new working practices should be encouraged as part of this process which will allow ideas and problems to be highlighted and addressed.

If new changes are received or problems raised the project team can assist in quantifying these and agree if this is to be raised as a new project through the appropriate control group. This allows the project implementing the change to finish.